

# **COOK COUNTY HEALTH & HOSPITALS SYSTEM**

## **Human Resources Metrics for CCHHS Board Of Directors August 31, 2018**

**Barbara Pryor  
Interim Chief Human Resources Officer**



COOK COUNTY HEALTH  
& HOSPITALS SYSTEM  
**CC+HHS**

# QUARTERLY METRICS



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CCHHS Board of Directors | 08/31/2018

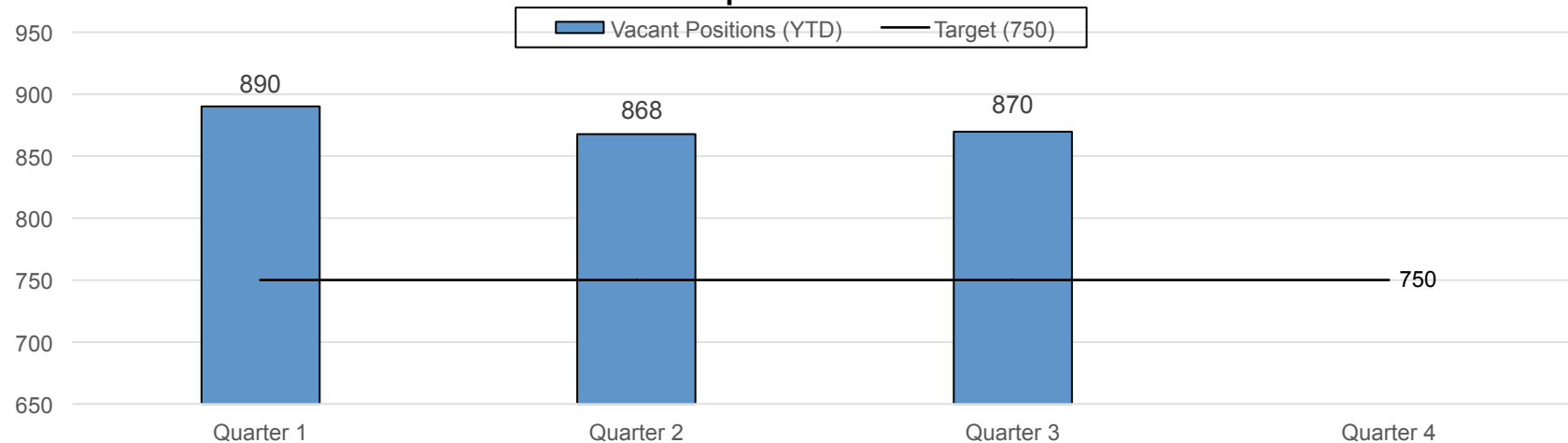
## CCHHS HR Activity Report - Open Vacancies

Goal: Continue to maintain open vacancies at 750 or ≤

Our goal is to maintain our total vacancies equal to or below 750.

Description	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	
<b>Vacancy Number:</b>	836	900	902	890	897	878	866	882					<b>870</b>
<b>Add Separations:</b>	92	32	30	42	29	27	40	29					<b>321</b>
<b>Less External Vacancies Filled:</b>	28	30	42	35	48	38	26	41					<b>287</b>
<b>FY18 TOTAL:</b>	<b>900</b>	<b>902</b>	<b>890</b>	<b>897</b>	<b>878</b>	<b>868</b>	<b>882</b>	<b>870</b>					<b>-34 Net New</b>

Open Vacancies



FY17: Thru 07/31/2017 Separations (316) & External Hires (350) = 34 Net New

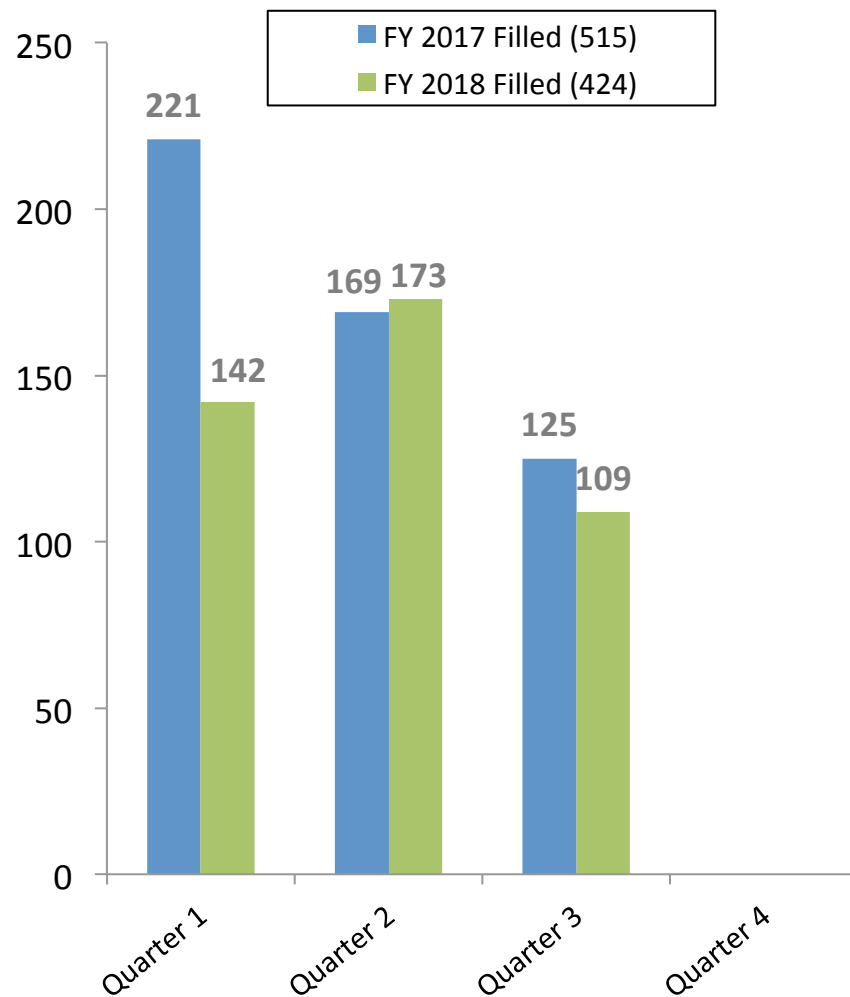
FY18: Thru 07/31/2018 Separations (321) & External Hires (287) = -34 Net New



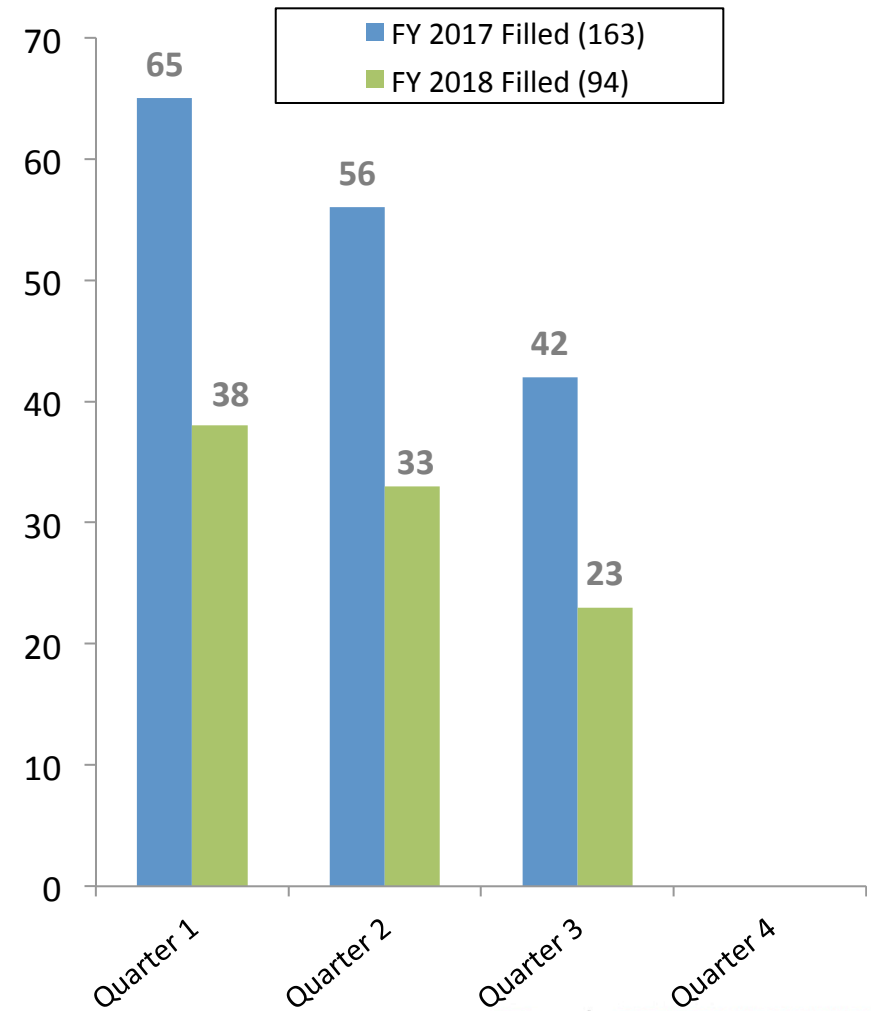
# CCHHS HR Activity Report – Vacancies Filled

Thru 07/31/2018

## CCHHS FILLED



## NURSING FILLED

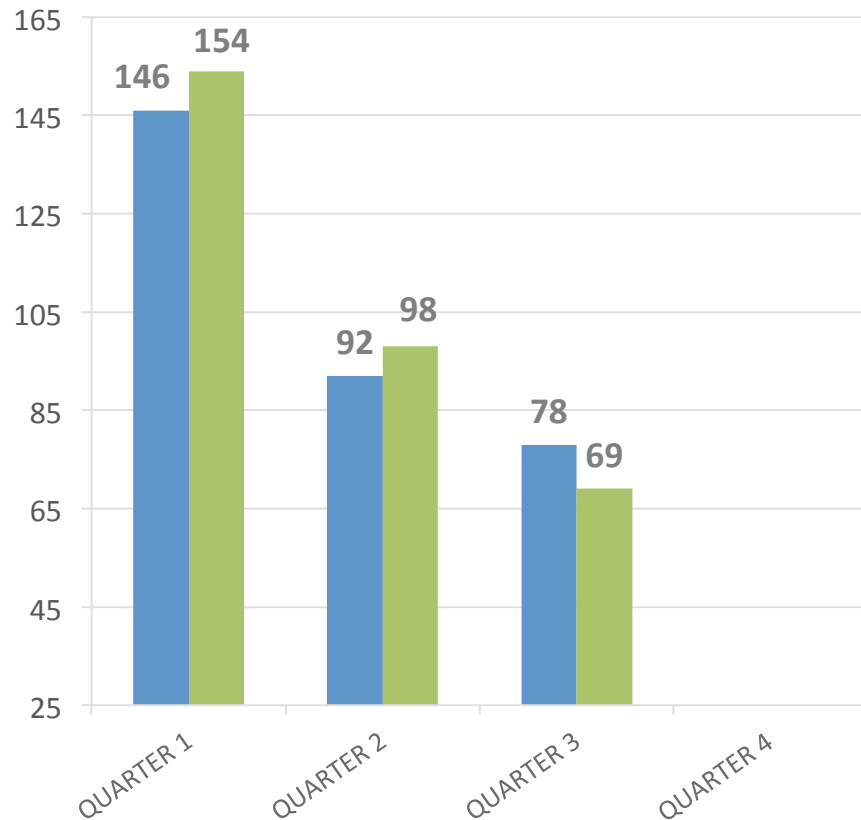


# CCHHS HR Activity Report – Separations

Thru 07/31/2018

## CCHHS SEPARATIONS

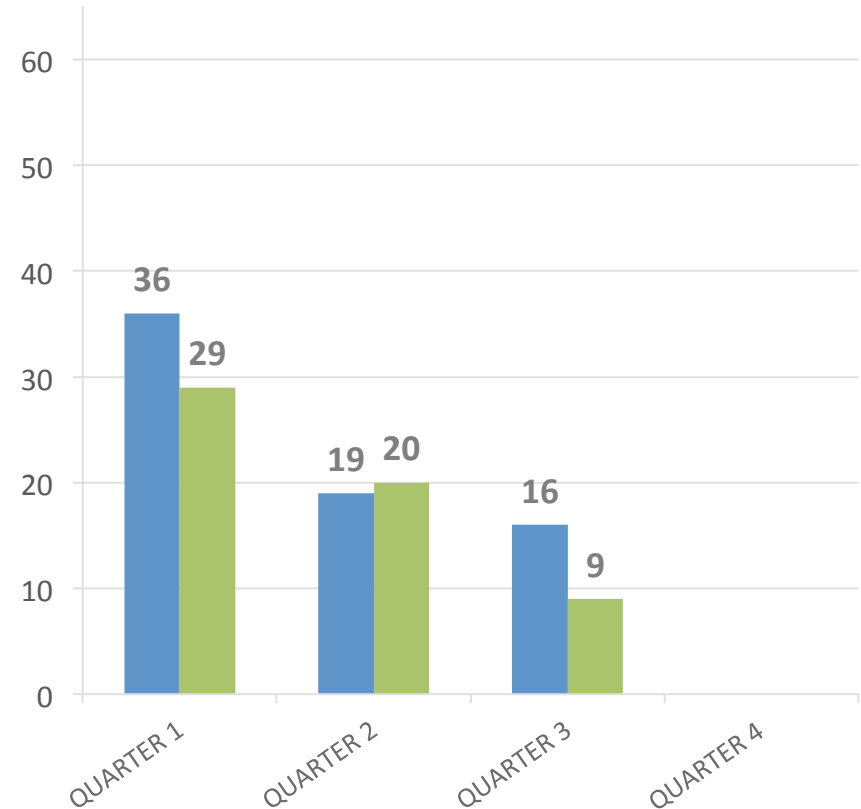
■ 2017 Separations (316)  
■ 2018 Separations (321)



FY17: Thru 07/31/2017 Separations (316) & External Hires (350) = **34** Net New  
FY18: Thru 07/31/2018 Separations (321) & External Hires (287) = **-34** Net New

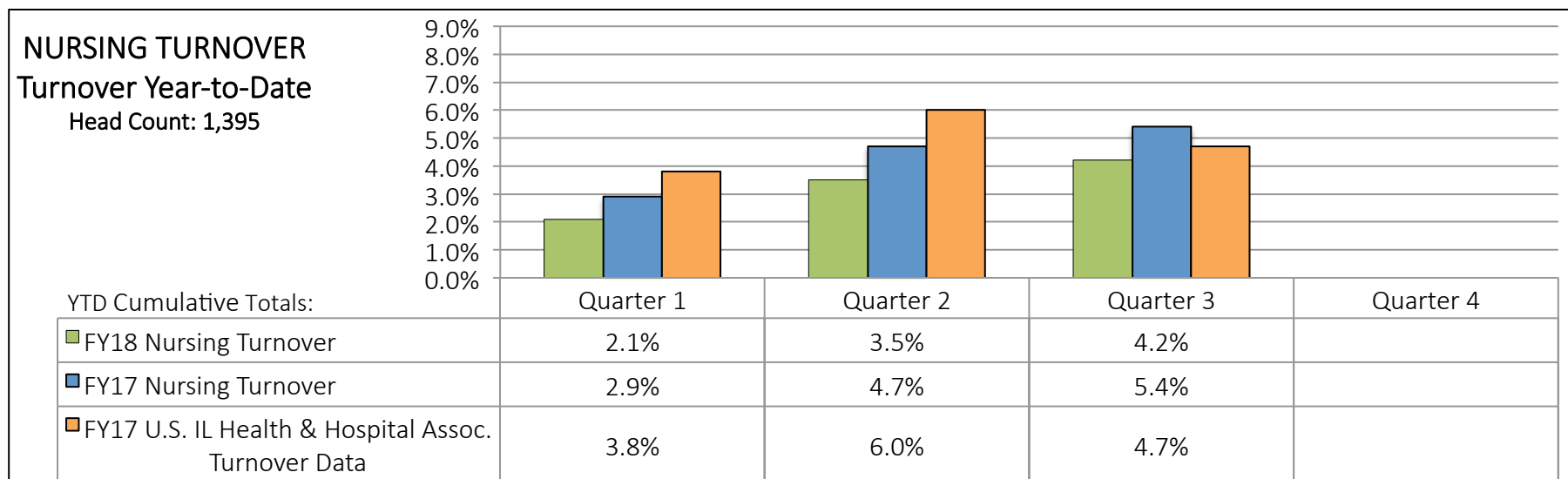
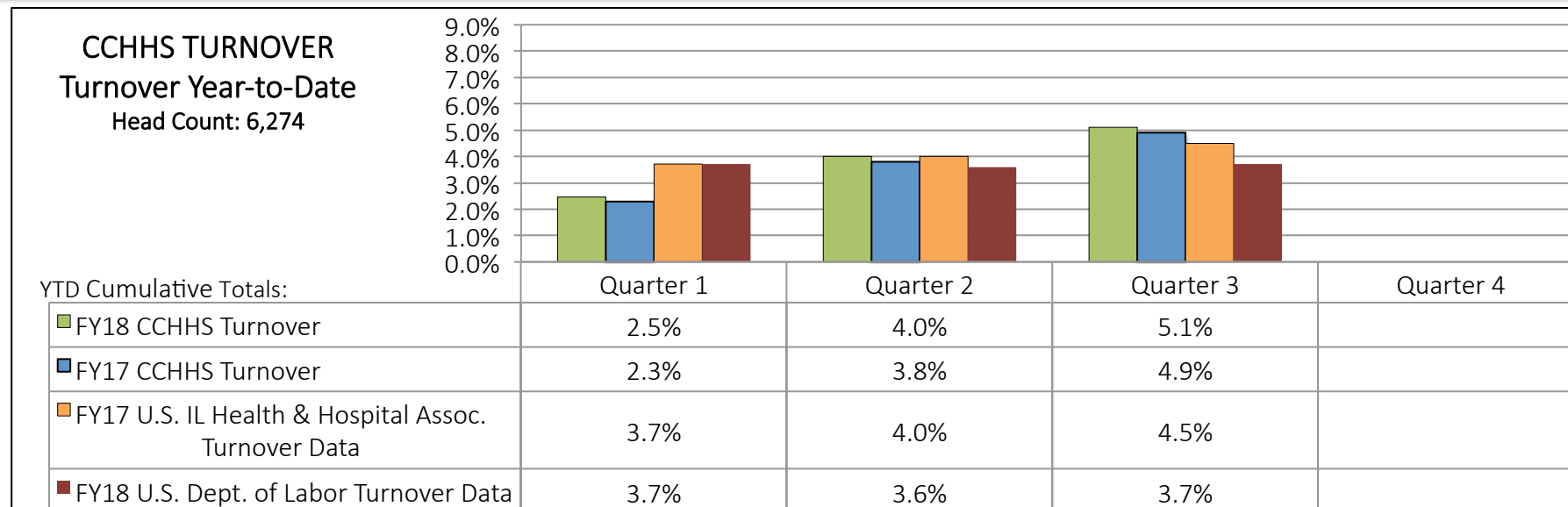
## NURSING SEPARATIONS

■ 2017 Separations (71)  
■ 2018 Separations (58)



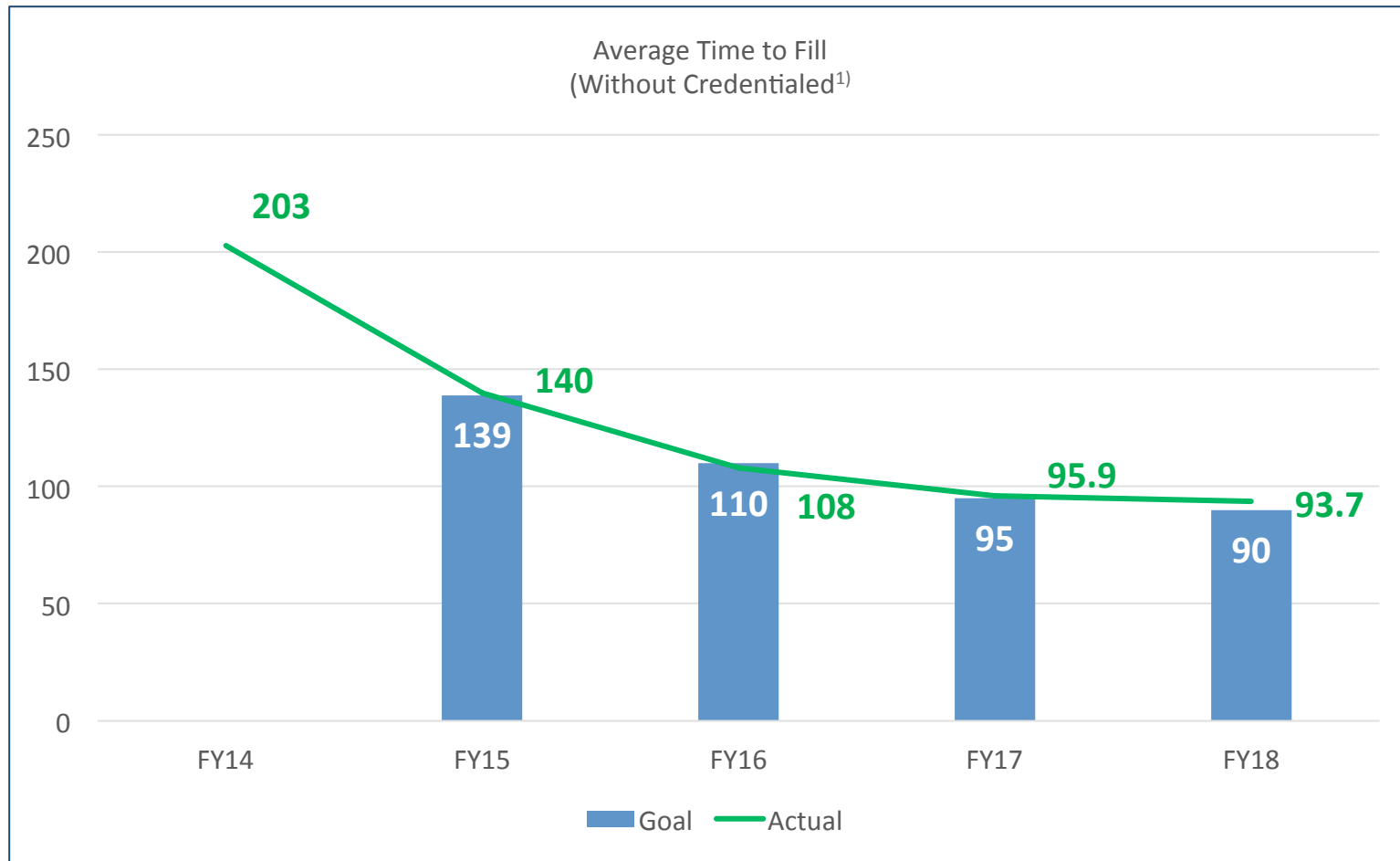
FY17: Thru 07/31/2017 Separations (71) & External Hires (95) = **24** Net New  
FY18: Thru 07/31/2018 Separations (58) & External Hires (46) = **-12** Net New

# CCHHS HR Activity Report – Turnover



# Impact 2020 – CCHHS HR Strategies

## Improve/Reduce Average Time to Hire

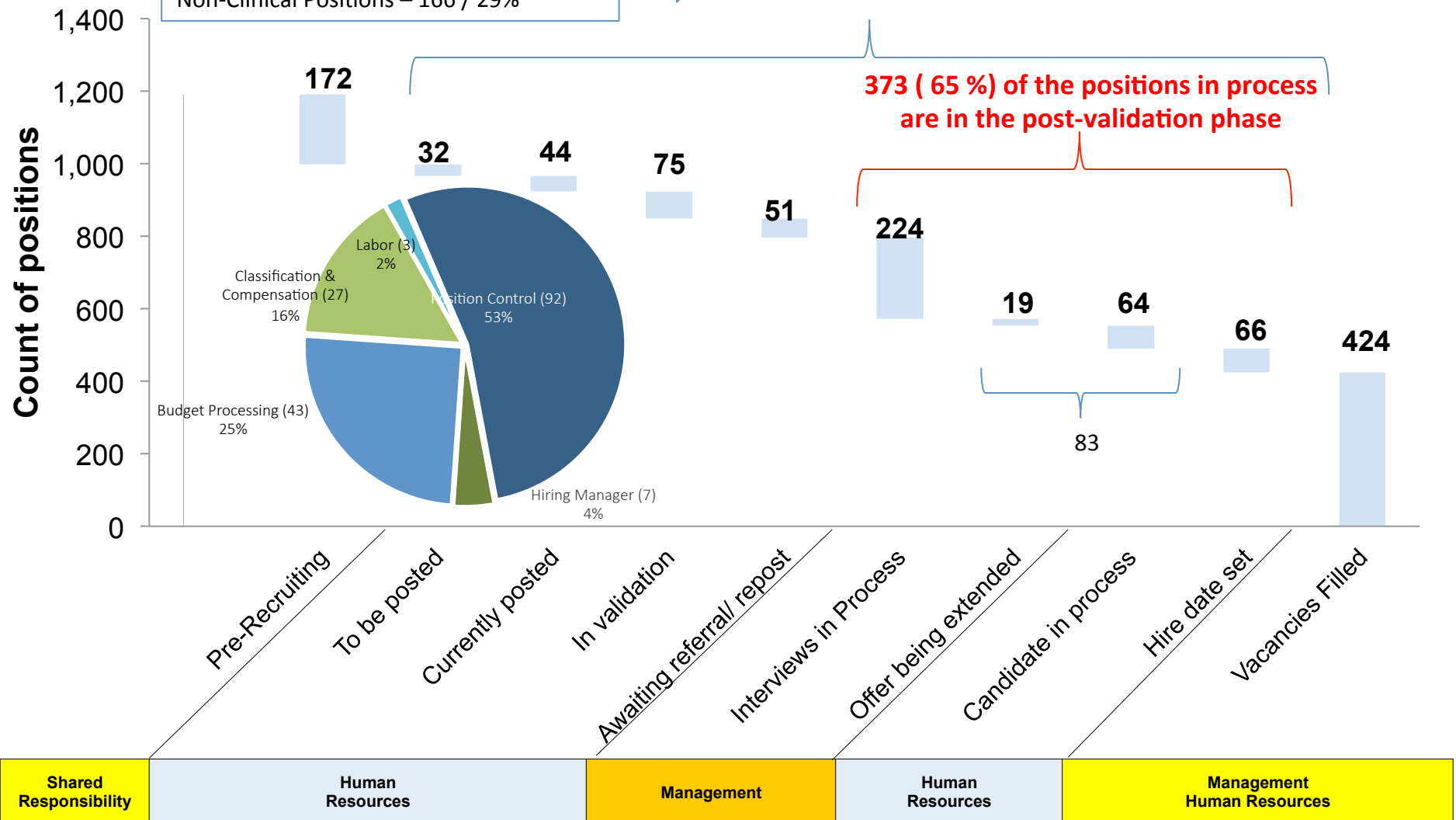


# CCHHS HR Activity Report – Hiring Snapshot

Thru 07/31/ 2018

575 Positions in process

Clinical Positions – 409 / 71%  
Non-Clinical Positions – 166 / 29%



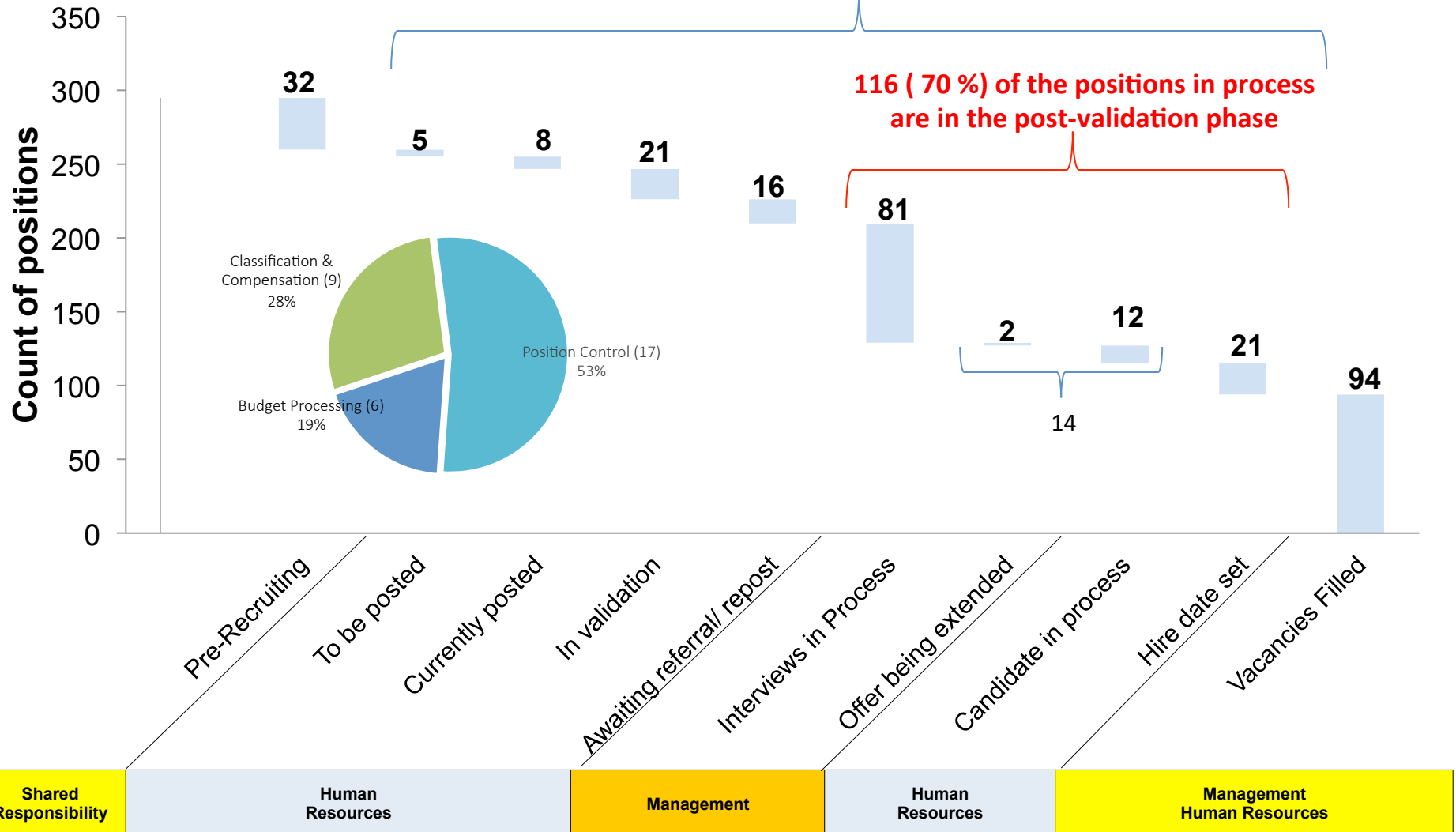


# HR Activity Report – Licensed Nurses Hiring Snapshot

145/87% of 166 Positions in process are in-patient

Thru 07/31/ 2018

166 Nursing Positions in process

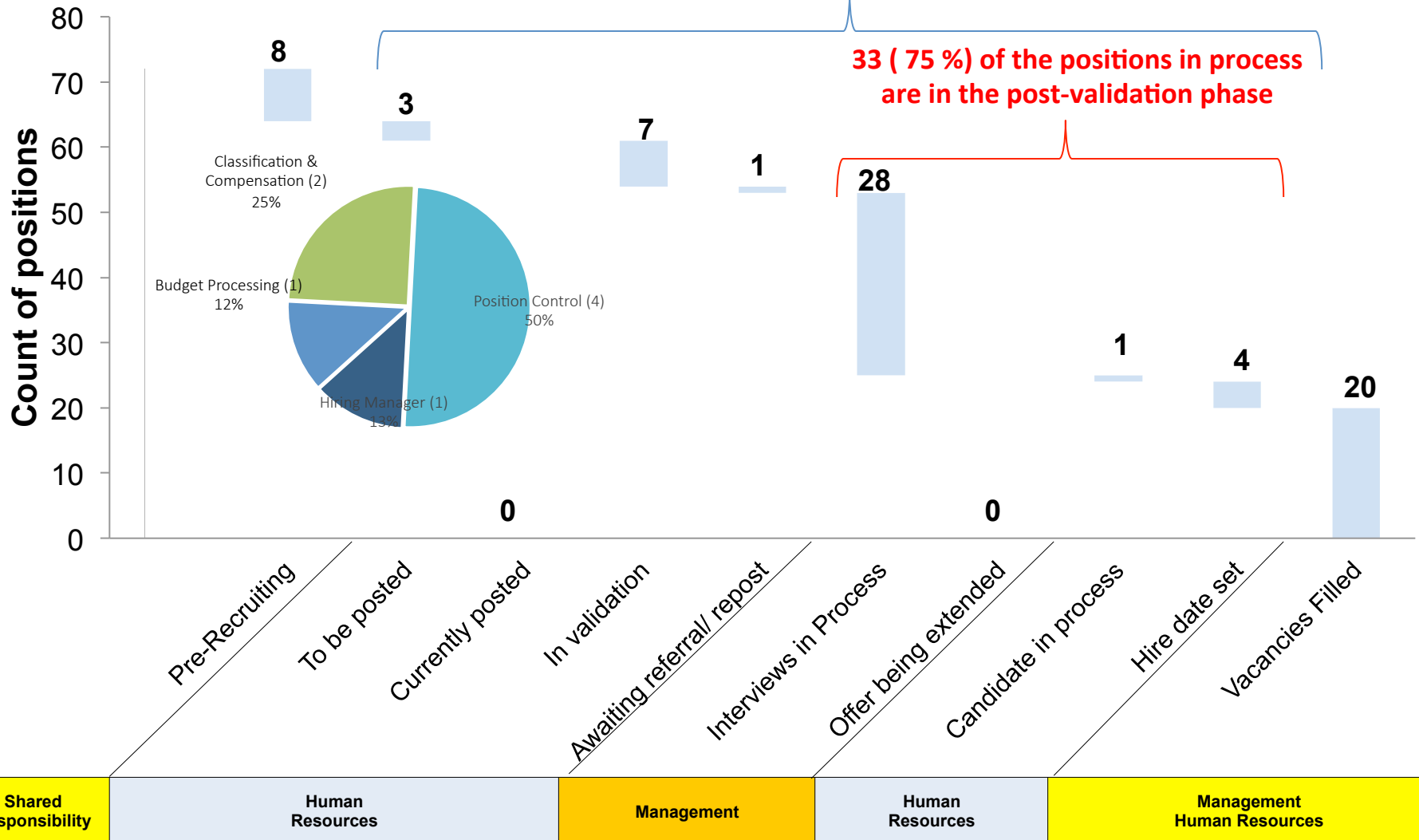


# HR Activity Report – Revenue Cycle Hiring Snapshot

Thru 07/31/ 2018

44 Revenue Cycle Positions in process

33 ( 75 %) of the positions in process are in the post-validation phase



# **CCHHS HR In Focus: Employment Plan Update**

Employment Plan Office: Semi-Annual Report  
August 2018

**Carrie Pramuk-Volk,  
Employment Plan Officer**



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# Employment Plan Office: Semi-Annual Report

## August 2018

8 <sup>th</sup> Semi-Annual Report	January 16-July 16, 2018
What's new?	<ul style="list-style-type: none"><li>- Modified the Discipline Policy</li><li>- Grade 24 Salary Determination Policy</li><li>- Grade 24 Salary Adjustment Policy</li></ul>
Monitoring update...	<ol style="list-style-type: none"><li>1. Hiring Processes</li><li>2. Discipline Process</li></ol>
Investigations update....	Closed 18 additional files; 3 sustained findings
Substantial Compliance update:	Employment Plan Amendments Hearing tentatively scheduled

# What's New?

## Grade 24 Salary Determinations

- Starts with a request to create a new Grade 24 Position
- HR Compensation Team performs market analysis
- Final determination by Chief Human Resource Officer (CHRO)

## Grade 24 Salary Adjustments

- Starts with a request from a Deputy CEO to modify an existing Grade 24 salary
- HR Compensation team evaluates job description and performs market analysis
- CHRO reviews and makes recommendation to CEO
- CEO makes final determination

## Discipline Policy amended

- Policy amended twice to accommodate loss of CCHHS Labor Team
- Clarify what approval is required for suspensions and terminations (*HR approval*)
- Require management to send completed discipline to HR within 5 days

## Direct Appointment & Actively Recruited Position Lists revised

- Direct Appointment List amended May 2018: *added 21; modified 24*
- Direct Appointment List amended July 2018: *added 1*
- Actively Recruited List amended March 2018: *added 28*

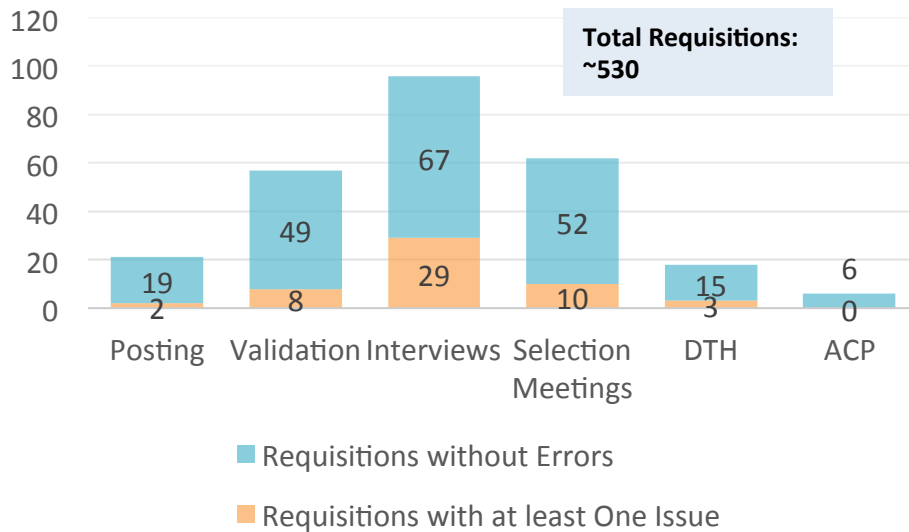


# Monitoring Processes

## Hiring

### EPO REPORTING

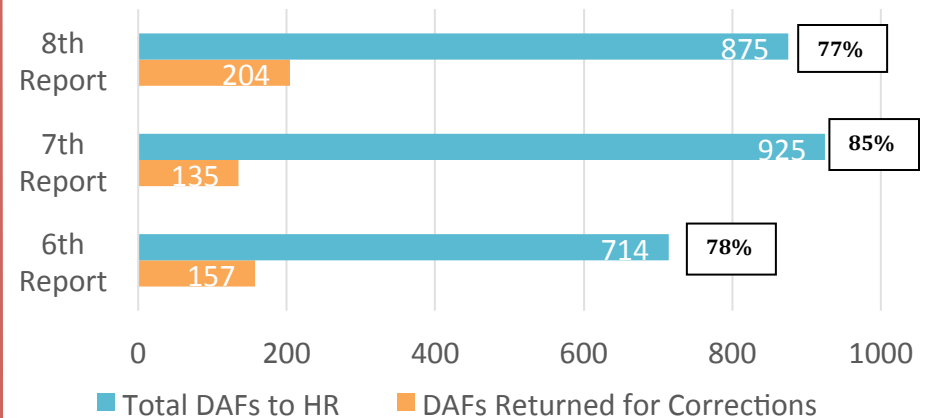
(MONITORED ~49% OF REQUISITIONS\*)



## Discipline

### Disciplinary Action Overview

(Percentage of Compliance Noted)



\* This percentage reflects various, but not all, stages of the hiring process.

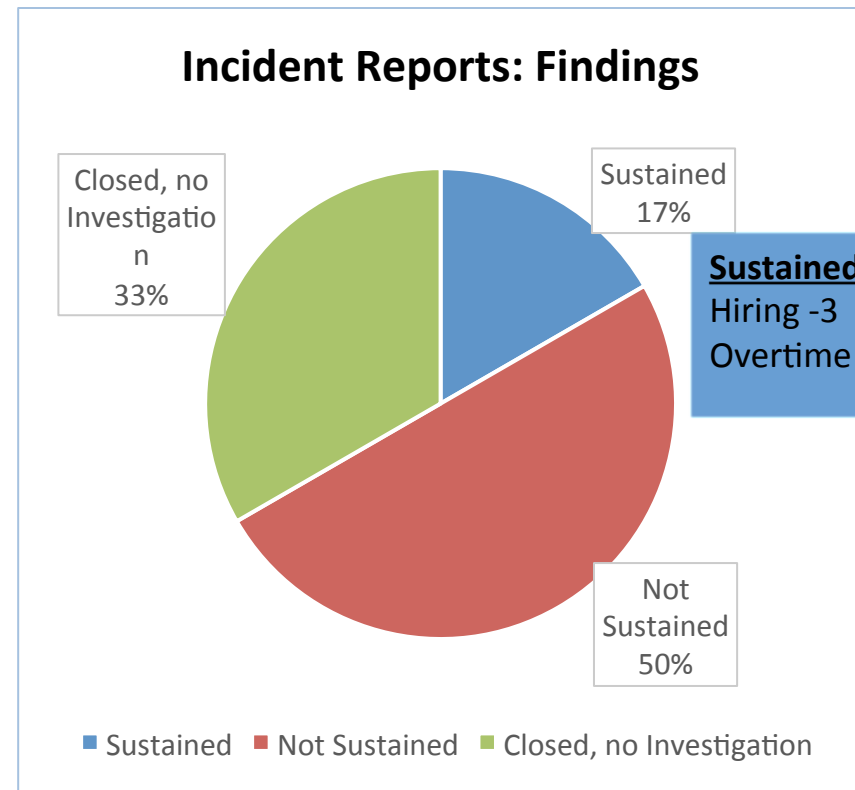
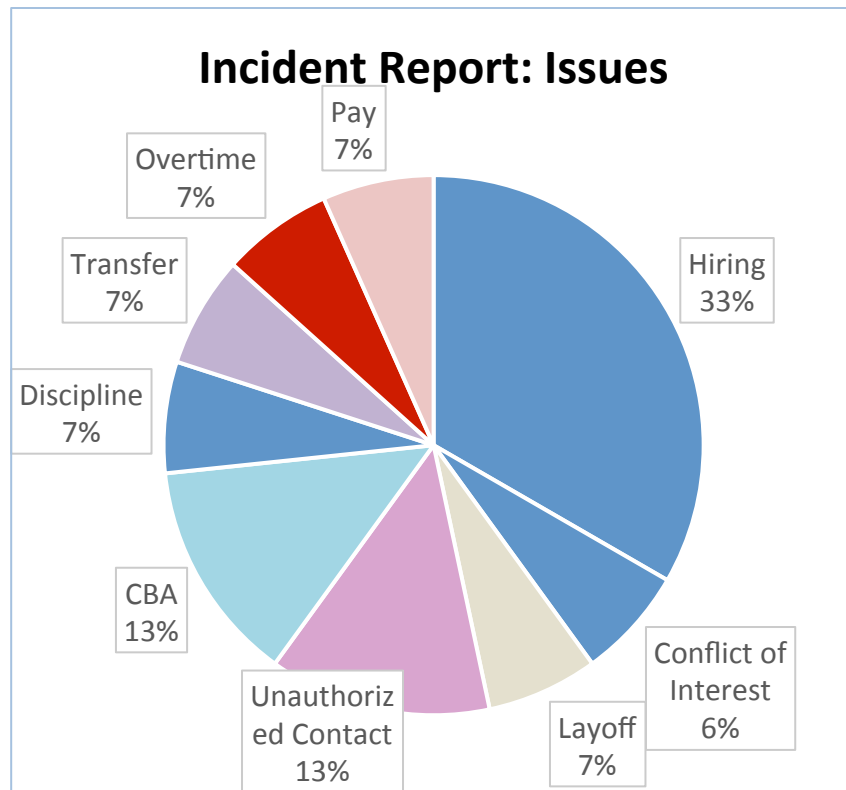


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# Investigations of Non-Compliance

Closed Files – 18\*



\* Report identifies 19 – one was issued during the 7<sup>th</sup> Report Period, but HR Response received during this (8<sup>th</sup>) Report Period.

# Substantial Compliance...

## NEXT STEPS:

- Work on updates/amendments to the Employment Plan to file at Compliance Hearing
- *Shakman* parties to file Agreed Motion by end of August
- Hearing tentatively scheduled for October 31, 2018





# **APPENDIX**

## ***Provided for Informational Purposes***



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# CCHHS HR Activity Report – “Other” Hiring Snapshot

